

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
NASA SHARED SERVICES CENTER

JUSTIFICATION FOR OTHER THAN FULL AND OPEN COMPETITION

I recommend that the NASA Shared Services Center negotiate with The Moore Group (TMG), Norfolk, VA only, for the continuation of training and coaching services for the NASA Glenn Research Center senior leadership team under the "Building a High Trust, Unified Leadership Team" training program.

The total estimated cost of this effort is \$300,000 and the estimated period of performance is nine months.

This procurement continues and builds on training and coaching services currently being provided to NASA's Glenn Research Center under Purchase Order NNX11TC83P. The "Building a High Trust, Unified Leadership Team" training program focuses on four key aspects critical to effective senior leadership for both the individual and the organization:

- The climate or work environment the leader must create to drive hard organizational outcomes
- The behaviors or styles the leader must embrace to create such climates
- The demands and requirements of both individual and team roles
- The competencies needed to be effective in those roles

Training and coaching services currently being provided are addressing developmental objectives and improving the performance of Glenn Research Center senior management executives by:

- Building participant awareness and alignment to NASA and Glenn Research Center strategies
- Enhancing team cohesiveness among the program participants
- Identifying and address participant performance issues
- Establishing short and long term leadership goals and metrics for participants
- Building participant awareness in the areas of trust and performance
- Building leadership competency
- Increasing participant skills in relationship building and team dynamics
- Providing rigorous assessment and evaluation of program participants
- Building an increased understanding and skills in change management

This recommendation is made pursuant to FAR 6.302-1, which implements the authority for 10 U.S.C. 2304(c)(1) for acquisition of supplies or services from only one source and no other supplies or services will satisfy agency requirements. Competition is impractical for the following reasons:

1. TMG has already met with Glenn Research Center senior management executives to gain their perceptions of the issues, challenges, and dynamics they are facing, and their impact on their ability to carry out the Center mission. As part of this work, TMG conducted interviews with the Center Director, other senior management executives, prepared a preliminary assessment report, and briefed the report to the Center Director. Changing contractors before the completion of this program would require reinterviewing these same senior management executives and conducting a second preliminary assessment to measure the success of the additional training and coaching services. The duplication of these activities would result in unnecessary delays and the incurrence of additional costs, with no added value to the accomplishment of the overall objectives of the training program.

2. TMG has utilized a cadre of coaches accredited in their suite of proprietary assessment and development tools, including [REDACTED]

[REDACTED] TMG has also employed a comprehensive suite of off-the-shelf curriculum in their training of Glenn Research Center senior management executives.

3. TMG conducted a series of assessments to collect data on both individual participants and the team. The individual assessments are confidential, and results are shared only with the individual for their own individual developmental efforts. These individual assessments included:

- Observation of on-site senior management activities and meetings to observe the behaviors and skills of the participants in order to modify the curriculum or tailor coaching sessions
- Assessment of team dynamics using the [REDACTED]

[REDACTED]

Changing contractors at this point in time would require conducting a series of new assessments for these same senior management executives in order to measure the success of the additional training and coaching services. The duplication of these activities would result in unnecessary delays and the incurrence of additional costs, with no added value to the accomplishment of the overall objectives of the training program.

4. TMG has conducted confidential in-person one-on-one coaching sessions every month with each participant. Through these coaching sessions, participants and their assigned coach have developed individualized learning objectives and development plans. The trust gained through these coaching sessions would not only be lost by substituting a group of new coaches for the remaining nine months of the program but also result in unnecessary delays and the incurrence of additional costs, with no added value to the accomplishment of the overall objectives of the training program.

Pursuant to NFS 1804.570, this proposed contract action will be published on the NASA Acquisition Internet Service (NAIS) and pursuant to FAR 5.201, this proposed contract action will be synopsisized in the Federal Business Opportunities. The results received in writing will be added to this document by addendum.

Market research was conducted before the award of the initial procurement to TMG. That market research resulted in the decision to conduct this procurement as a woman-owned small business set-aside. Adequate competition was received and award to TMG was made on a best value basis, all evaluation factors considered. If the Glenn Research Center desires to conduct this same type of training and coaching program for a new set of employees in the future, that procurement would also be conducted on a competitive basis.

Technical data packages, specifications, engineering descriptions, statements of work, or purchase descriptions suitable for full and open competition are available.

Based on the cost of the training and coaching services incurred to date and the fully burdened cost of the salaries of the senior management executives participating in the "Building a High Trust, Unified Leadership Team" training program, the estimated cost to the Government that would be duplicated if a new contractor was selected to perform the additional nine months of training and coaching services contemplated, is in excess of \$450,000.

There are no known actions which the agency may take to remove or overcome barriers to competition before any subsequent acquisition for the services required.

For the above reasons, full and open competition is not feasible. Therefore, negotiating with TMG only, for the continuation of training and coaching services for the NASA Glenn Research Center senior leadership team under the "Building a High Trust, Unified Leadership Team" training program is the only practical approach.

I hereby certify the facts in this justification and any supporting data used for this justification are accurate and complete to the best of my knowledge.


 Lead Human Resources Specialist
 Glenn Research Center


 Date

I hereby certify that the above justification is complete and accurate to the best of my knowledge and belief. In addition, I hereby determine that the anticipated cost to the Government will be fair and reasonable.


 Contracting Officer

20120529
 Date


 Legal Counsel

Date

Approved.


 Procurement Officer

MAY 29 2012
 Date